



## Dr John R Evans becomes the President next July 1



John Robert Evans was born in Toronto on October 1, 1929; attended University of Toronto Schools, then enrolled in the University of Toronto Faculty of Medicine.

- 1952 M.D., University of Toronto.
- 1952-53 Junior interne, Toronto General Hospital.
- 1953-55 Rhodes Scholar—University College, Oxford.
- 1955 D.Phil., Oxford.
- 1955-56 Resident in clinical medicine and honorary registrar, National Heart Hospital, London, England.
- 1956-57 Assistant resident in medicine, Sunnybrook Hospital, Toronto.
- 1957-58 Assistant resident in medicine, Toronto General Hospital.
- 1958-59 Ontario Heart Foundation Fellow, Hospital for Sick Children, Toronto.
- 1959-60 Chief resident in medicine, Toronto General Hospital.
- 1960-65 Markle Scholar in Academic Medicine at University of Toronto.
- 1960-61 Research Fellow, Baker Clinic Research Laboratory, Harvard Medical School.
- 1961-65 Associate, Department of Medicine, University of Toronto, and physician, Toronto General Hospital.
- 1965 Dean of the Faculty of Medicine, McMaster University.
- 1967 Vice-President (Health Sciences), Dean of Medicine, and Professor in the Department of Medicine, McMaster University.

### Associations

- Ontario Council of Health—member, member of the executive and chairman, Human Resources committee.
- Department of National Health and Welfare, National Health Grants—chairman, 1969-71.
- Medical Research Council, 1965-70.
- Ontario Council of Deans of Medicine—chairman, 1969-71.
- Association of Canadian Medical Colleges—president, 1971.
- Served in relation to other research granting agencies—Canadian Arthritis and Rheumatism Society and Ontario Mental Health Foundation.
- Fellow, Royal College of Physicians and Surgeons of Canada.
- Fellow, American College of Physicians.
- Fellow, American Council on Clinical Cardiology.
- Member, Canadian Physiological Society.
- Member, American Physiological Society.
- Member, Canadian Society for Clinical Investigation.
- Member, Canadian Cardiovascular Society.

### Athletic awards and academic honours

- George M. Biggs Trophy.
- John Copp Bursary, 1950.
- Johnny Copp Memorial Trophy, 1951 (presented each year to the player on the senior football team adjudged by his fellows to be the worthiest).
- Cody Silver Medal for standing second highest in his graduating class, 1952.
- Chappell Prizes in clinical medicine and clinical surgery.
- Ellen Mickle Fellowship.
- Dr. Roy Simpson Scholarship in paediatrics.
- Oxford Scholarship, 1954, for the study of the absorption of vitamin B<sup>12</sup> in man.

Dr. John R. Evans, who becomes President July 1, last night was given a rousing welcome to his old University in the senior common room of Hart House. The gathering of University officers, students and senior staff which packed the room had been invited at short notice by William B. Harris, Chairman of the Board of Governors, to hear "an important statement". This turned out to be his announcement that the Governors had endorsed the Presidential Search Committee's choice of Dr. Evans, a graduate in Medicine of University of Toronto and now Vice-President, Health Sciences, at McMaster University — and that Dr. Evans had accepted the appointment.

A few minutes later, Dr. Evans arrived. He spoke for a short minute or two, said he was honoured by the opportunity to play a role in direction of this great University, and then was engulfed by cameramen, television and newspaper reporters, members of the committee that chose him, and those who came to wish him well.

### The Chairman's statement

As Chairman of the Board of Governors of the University of Toronto, it gives me great pleasure to announce that Dr. John Evans, Vice-President (Health Sciences), McMaster University, has accepted the Board's invitation to become the 9th President of the University of Toronto. His term of office will commence on July 1, 1972.

Dr. Evans is the first President of the University of Toronto to be selected by a Search Committee composed of elected representatives of the student body, faculty and administration; and appointed representatives of the alumni and Board of Governors. I believe that all members of that Committee whom we were able to contact are here today, and I would like to thank them, and especially their Chairman, Dr. Omond Solandt, on a job well done. They spent many hours at the task and I am pleased to say that they presented a unanimous recommendation to the Board of Governors. The Board enthusiastically endorsed this recommendation and it became immediately apparent that Dr. John Evans was indeed well known in his own University.

Dr. Evans will return to the University of Toronto where he received his undergraduate training in the Faculty of Medicine. His association with the University, however, goes back even further than that as he received his secondary education at the University of Toronto Schools. His undergraduate career was one in which he excelled in both his academic work and on the playing field. Dr. Evans played for the Varsity Blues for four successive seasons and was Captain of the 1951 championship team. He also served on the athletic directorate and was twice awarded the George M. Biggs Trophy which is awarded annually to the undergraduate who has contributed most to University Athletics from the standpoint of leadership, sportsmanship and performance. When Dr. Evans graduated he was awarded the Cody Silver Medal as the student standing second in his class and received several scholarships and fellowships at the same time. Shortly after, he was awarded a Rhodes Scholarship which took him to Oxford where he received his Doctorate in 1955. Following a year in London at the National Heart Hospital, Dr. Evans returned to Toronto where he spent several years at the Sunnybrook, the Toronto General and the Sick Children's Hospital.

From 1960 to 1965 Dr. Evans was the Markle Scholar in Academic Medicine at the University of Toronto. He spent the first year as a research fellow at Harvard, then returned to Toronto as Associate in

the Department of Medicine at the University of Toronto; during this period he was a physician at the Toronto General Hospital.

In May 1965 Dr. John Evans was invited to take the position of Dean of Medicine at McMaster University. Dr. Evans's job was to create and organize a Medical School and Health Science Centre at McMaster. In 1967 he was appointed Vice-President (Health Sciences) of that University. Dr. Evans completes his term of office as Dean of Medicine at McMaster this year. This coincides with the graduation of the first class of medical students at McMaster and the completion of the Health Sciences Centre and University Hospital on the McMaster Campus.

I have only briefly outlined Dr. Evans' career. He also has to his credit a long list of articles in medical journals. He is a fellow of the Royal College of Physicians and Surgeons of Canada, the American College of Physicians and the American Council on Clinical Cardiology. He is a member of the Canadian Physiological Society, the American Physiological Society and the Canadian Society for Clinical Investigation and the Canadian Cardiovascular Society.

Those of us who have been privileged to know Dr. Evans since his undergraduate days are aware that his interests range far beyond the field of medicine. Contemporaries at Oxford recall that he experimented with all there was to offer, and can recall his description of a lecture in Chinese Art he attended. His enthusiasm was such that he was well into the lecture before he realized that it was being conducted in Chinese. Dr. and Mrs. Evans have had a continuing interest in the arts in Canada and have been active in many community activities.

Dr. Evans brings with him to the University of Toronto a very charming and beautiful wife Gay. She is the daughter of the late Mr. J. Grant Glassco and Mrs. Glassco of Toronto. Mrs. Evans is a graduate of the Hospital for Sick Children's School of Nursing. They have six attractive and energetic children.

Dr. Evans' parents were both graduates of the University of Toronto. His father William Watson Evans of Owen Sound, Ontario, graduated from Victoria College in 1912 and became a lawyer. He was President of the Victoria alumni Association, and was a member of the Board of Directors of the University's Alumni Federation in 1928 and its President in the following year. Mr. Evans died in 1932. Dr. Evans' mother, who before her marriage was Mary Evelyn Lucille Thompson of Orangeville, entered the University of Toronto with an Edward Blake Scholarship and received her B.A. at University College in 1912. She was Vice-President of the U.C. Alumnae in 1928. Her death occurred in 1940. Dr. John Evans is one of a family of seven, all of whom attended the University of Toronto.

Dr. Evans will be assuming his new responsibilities at the University of Toronto at a time when the University will be entering an exciting but yet untried era. It is expected that the new University of Toronto Act will come into force next summer and at that time the Board and Senate will go out of existence and a Governing Council will assume the powers of those two bodies. I know that the University of Toronto will be very fortunate indeed in having Dr. Evans as its Chief Executive Officer and President to guide the University through the challenging years ahead. All of us must pledge our undivided support for Dr. Evans, and I know that he is a man who can assume the immense responsibilities of the office of President of the University of Toronto with grace, humanity and dedication.



# COMING EVENTS

## NOVEMBER

### 24 WEDNESDAY

Meeting	Second in series on preparation for retirement. "Wills and Trusts". Prof. M. C. Cullity, Osgoode Hall Law School. Medical Sciences auditorium. 2 p.m. (Personnel)
Lectures	Prof. Lipman, Department of Mathematics, Harvard University. Room 5017A Sidney Smith Hall. 4.10 p.m. (SGS and Mathematics)
Mathematics	
French	"A Propos des Phares de Baudelaire". Prof. Léon Cellier, French Department, University of Ottawa. 122 U.C. 4.10 p.m. (SGS and French)
Spanish Drama	"La metáfora dramatizada en el teatro calderoniano". Prof. Bruce Wardropper, Duke University. Upper Library, Massey College. 4.15 p.m. (SGS and Italian and Hispanic Languages and Literatures)
Criminology	"Some Problems of the Psychiatrist in Relation to Sentencing". Dr. Allen A. Bartholomew, Psychiatrist Superintendent, H. M. Prison, Pentridge and Alexandra Clinic, Melbourne; Editor, <i>Australian and New Zealand Journal of Criminology</i> . Clarke Institute of Psychiatry auditorium. 7.30 p.m. (SGS and Criminology)
Seminar	"Boolean Methods in Operations Research". Prof. P. L. Hammer, Centre de Recherches Mathématiques, Université de Montréal. Room 206 Electrical Building. 2 p.m. (SGS and Industrial Engineering)
Engineering	

### 25 THURSDAY

Lectures	Lecture/Demonstration: Alfred Deller. Concert Hall, Edward Johnson Building. 2.10 p.m. Free.
Music	
Materials Science	"A Dislocation Model of Metallic Melts". Dr. D. Kuhlmann Wilsdorf, University of Virginia. 116 Wallberg Building. 3 p.m. (SGS and Metallurgy and Materials Science)
Physics	"Magnetic Bubbles". Dr. R. Wolfe, Bell Telephone Laboratories, Murray Hill, N.J. 102 McLennan Physical Laboratories. 4.10 p.m. (SGS and Physics)
Decorative Arts	"Furniture Conservation and Care". John Melody, Winterthur Museum. Room 4 ROM. 8.30 p.m. Admission \$1.50, members free.
Philosophy	"Logic and Language". Prof. Fred Sommers, Department of Philosophy, Brandeis University. Rhodes Room, Trinity College. 7.30 p.m. (SGS and Philosophy)
Computer Science	"Computational Complexity of Iterative Processes". Prof. J. F. Traub, Carnegie-Mellon University. 202 McLennan Physical Laboratories. 3 p.m. (SGS and Computer Science)
Literature	"Tennyson's Last Words". Prof. Christopher Ricks, Harvard University (Visiting Professor). 240 Larkin Building, Trinity College. 4.30 p.m. (SGS and English).
Seminar	"Some Problems of the Psychiatrist in Relation to Sentencing". Dr. Allen Bartholomew. Basement classroom, St. Vladimir Institute, 620 Spadina Ave. 10 a.m. (SGS and Criminology)
Criminology	

### 26 FRIDAY

Lecture	"The Education of Henry Temple: The Making of a Foreign Minister". Prof. Kenneth Bourne, Kenyon College, Ohio. 2127 Sidney Smith Hall 2 p.m. (History)
Seminar	"A Review of Palmerston's Career and the Sources for Its Study". Prof. Kenneth Bourne. 2053 New College. 3.15-5.30 p.m. (SGS and History)
History	
Buffet	Faculty Club. Reception, 5.30-6 p.m.; Buffet, 6-8.30 p.m.
Party	Wine and cheese party. Graduate Students' Union, 16 Bancroft St. Admission 25¢. 4 to 7 p.m. Everyone welcome.
Convocation	Conferring of honorary, post-graduate and undergraduate degrees. Honorary graduand: Francis H. Kortright, conservationist, president, Canadian National Sportsmen's Show. Convocation Hall. 8.15 p.m.

### 27 SATURDAY

Lecture	"The Changing Atmosphere". J. R. H. Noble, Assistant Deputy Minister, Atmosphere Environment Service, Environment Canada. Convocation Hall. 8.15 p.m. (Royal Canadian Institute)
Meteorology	

### 29 MONDAY

Colloquium	"In Remembrance of Igor Stravinsky". Nov. 29, 30 and Dec. 1. (Graduate Music and SGS). For details see page 5.
Music	
Lectures	"A General Theory of Chinese Communist Politics". Prof. Ezra Vogel, Professor of Sociology and East Asian Studies, Harvard; author of <i>Canton Under Communism</i> . 1069 Sidney Smith Hall. 10 a.m. (International Studies Program and Sociology).
China	
Literature	"Alexander Solzhenitsyn." Max Hayward, Fellow of St. Antony's College, Oxford, specialist in and translator of Soviet literature. 2135 Sidney Smith Hall. 4 p.m. (Russian and East European Studies and SGS)
Art	"Bordeaux: Architecture in the Age of Reason". Dr. Ulrich Keller, University of Louisville. 202 McLennan Physical Laboratories. 4 p.m. (SGS and History of Art)
Seminar	"The Chinese Communist Approach to Rural Development". Prof. Ezra Vogel. Room 402, 158 St. George St. 3 p.m. (International Studies Program)
China	

### 30 TUESDAY

Lectures	"Biology and Distribution of Marine Fungi". Dr. Jan Kohlmeyer, University of North Carolina. 7 Botany Building. 5 p.m. (SGS and Botany)
Botany	
Astrophysics	"Recent Research in Laboratory Astrophysics". Prof. R. W. Nicholls, Centre for Research in Experimental Space Science, York University. David Dunlap Observatory. 4 p.m. (SGS and Astronomy)
Seminar	"Steroid Hormones and the Chemistry of Behavior". Dr. Bruce S. McEwen, Associate Professor, The Rockefeller University, N.Y. 2172 Medical Sciences Building. 5 p.m. (Neuroscience Committee and Toronto Neurological Society)
Medicine	
Music	Carol Van Feggelen, guitar. Concert Hall, 273 Bloor St. W. 12.15-12.45 p.m. Free. (Royal Conservatory)

## DECEMBER

### 1 WEDNESDAY

Lecture	"Myth and Ritual in Ancient Ugarit". Prof. John Gray, University of Aberdeen. 103 U.C. 4.10 p.m. (SGS and Near Eastern Studies)
Near Eastern	
Meeting	Library Council will meet in the Senate Chamber, Simcoe Hall. 4 p.m. Open to observers.

### 2 THURSDAY

Lecture	"The Stereochemistry of Actinomycin Binding to DNA". Dr. H. M. Sobell, Department of Chemistry, University of Rochester. 2172 Medical Sciences Building. 4 p.m. (SGS and Biochemistry)
Biochemistry	
Seminars	"Salient Problems in the Book of Job". Prof. John Gray. 110 U.C. (Croft Chapter House). 3.10 p.m. (SGS and Near Eastern)
Near Eastern	

### 2 THURSDAY

Chemistry	"The Molecular Mechanics of Simple Chemical Reactions" (illustrated by a 30-minute computer animated film). Prof. J. C. Polanyi. S128 Scarborough College. 4 p.m. (Physical Science Group)
Environment	"The Thermal Bar—Progress of Thermostratification in a Large Lake". Prof. G. K. Rogers. 211 Mill Building. 4 p.m. (Environmental Sciences)
Medicine	"Structure-Function Relationships of Bile Acids: Correlative Physiological and Clinical Studies in Man". Dr. A. Hofmann, Gastroenterology Unit, Mayo Clinic, Rochester, Minn. 114 C. H. Best Institute. 4 p.m. (Banting and Best Department of Medical Research)
Higher Education	"Patterns and Problems in Higher Education: Australia, Britain, Germany". Stephen Murray-Smith, senior lecturer in Education, University of Melbourne. Sunroom, Extension, 84 Queen's Park Cr. 2 p.m. (Higher Education Group)
Music	<i>The Rake's Progress</i> (Stravinsky). MacMillan Theatre, Edward Johnson Building. 8 p.m. Dec. 2-5 inc. Tickets available Nov. 8. \$2. and \$1 for students.  Faculty of Music Ensembles. Concert Hall, Edward Johnson Building. 2.10 p.m. Free.

### 3 FRIDAY

Lecture	The Dr. Harry Shields Lecture for 1971 — "Studies of the Effects of Anaesthetics on the Heart". Prof. Torsten Gördh, Karolinska Institute, Stockholm. Large Lecture Theatre, Toronto General Hospital. 4.30 p.m. (Anaesthesia)
Anaesthesia	
Dance	Dance to live band. Graduate Students' Union, 16 Bancroft St. Admission \$1. 9 p.m. to 1 a.m. Everyone welcome.

### 4 SATURDAY

Lecture	"Where Ontario's Heritage Lingers — before it passes on for want of concerted action in its preservation". Peter John Stokes, Consulting Restoration Architect, Niagara-on-the-Lake. Convocation Hall. 8.15 p.m. (Royal Canadian Institute)
Preservation	

### 5 SUNDAY

Films	"Universe", "Early Stone Tools", "Seven Authors in Search of a Reader/ A Sunday Afternoon on the Island of La Grande Jatte". ROM Theatre, 2.30 p.m. Free with Museum admission.
Music	Concert by Czech Qyartet of Hamilton. Great Hall, Hart House. 8.30 p.m. Free tickets available from Hall Porter.

### 6 MONDAY

Lecture	"The Scandinavian Experience in Carolingian Germany". Prof. Theodore M. Andersson, Harvard University. Upper Library, Massey College. 4.15 p.m. (Medieval Studies)
Medieval	

### 7 TUESDAY

Seminars	"Neurologic Disease of Calves Associated with Conditioned Thiamin Deficiency". Dr. Peter B. Little, Associate Professor of Pathology, University of Guelph. Room 2172 Medical Sciences Building. 5 p.m. (Neuroscience Committee and Toronto Neurological Society)
Medicine	
Medieval	"Walahfrid Strabo's Version of a Viking Raid on Iona in 825". Prof. Theodore M. Andersson. Seminar Room, Centre for Medieval Studies. 4.15 p.m.
Music	Noon Hour Concert. Isidor Desser, Violin. Concert Hall, 273 Bloor Street West. 12.15 p.m. Free. (Royal Conservatory)  Karlheinz Stockhausen. Program: Stimmung (1968) (Mood, Frame of Mind, Disposition) for six vocalists. MacMillan Theatre, Edward Johnson Building. 8 p.m. Tickets \$4 available Nov. 15. (Goethe House and Music)

## Parity structure sub-committee approved by a vote of 59 to 58

By a vote of 59 to 58, the General Committee of the Arts and Science Faculty Council, with 89 of its members absent or abstaining from the vote, on Friday last carried this motion:

"That a sub-committee of the General Committee be formed to study the entire structure of the governance of the Faculty. This sub-committee is to be composed of five students and five faculty, with a non-voting chairman selected by the sub-committee, the students to be chosen by the student members and the faculty to be chosen by the faculty members of the General Committee."

In an uncounted vote, the Committee, with only a handful opposed, approved an amended second part of the motion, put by a student member, David Warren, instructing the sub-committee to report to a special plenary meeting of the Faculty Council not later than the end of the second week of December. Before it was amended, the motion simply called for a report to the whole Council in December.

Consideration of Mr. Warren's motion was the only item on the agenda of the meeting, which was agreed to at the first sitting of the General Committee on Nov. 5. The motion was a continuation of the attempts by students to obtain parity representation with the staff on the Committee. As the Committee is now constituted, the students have 52 representatives in a membership of 206.

Introducing his motion, Mr. Warren told the Committee that a substantial number of the student members "are on this body for the sole purpose of getting this motion passed."

Prof. Joan Foley, Associate Dean of the Faculty and chairman of the restructuring committee, the report of which was the basis for the composition of the General Committee as it now is, re-

minded the Committee that, by decision of Council last spring, her committee was still in existence. She regretted that the students had never filled the two places provided for them on the continuing restructuring committee.

There was debate on the motion for an hour and a half. Prof. Kenneth Bryden, chairman, recognized in turn speakers for and against the proposal. Each speaker was given a relatively uninterrupted hearing. The only interventions in the debate came from one of the score of observers present. Each time he was called to order, he abstained from interrupting the proceedings for a few minutes, then resumed them. When Prof. Roger Savory asked the chairman to insist upon quiet, Prof. Bryden suggested that the interventions be disregarded as trivial.

Prof. Bryden called for a standing vote, with each member of the Committee holding his or her membership card in view to ensure that only those entitled to vote did so. As the proctors were making the count, the disrupter, donning a black mortarboard, played lively tunes on a piccolo.

When the one vote majority was announced, there was an outburst of applause and mild cheering. With little debate, the second half of the motion was settled by a show of hands, and the meeting ended.

#### DECEMBER 1 DEADLINE

*University of Toronto Bulletin* is published by the University News Bureau, Room 225, Simcoe Hall. All material for the next issue should be in the hands of the editor, Mrs. Winogene Ferguson (928-2102) by noon, November 24. The next editorial deadline is noon, December 1.



## CUA hears University's annual brief

Senior officers of the University were at Scarborough College Tuesday to make U of T's annual submission to the Committee on University Affairs.

In an introductory statement, Acting President John H. Sword reviewed current problems: the inequities in financing the federated colleges and the New Program in Arts and Science, budgetary problems in the Health Sciences, the employment prospects for graduate students, and the need for an overhead allowance for research projects, among others.

Alex G. Rankin, Executive Vice-President (Non-academic), dealt with administrative matters. His statement begins elsewhere on this page.

### The Acting President's Statement

We are meeting you today with a somewhat unusual mandate. You will all be aware that the University of Toronto Act 1971 has been passed by the Ontario Legislature but has not been proclaimed. So, although we are looking forward to a new situation when we will have the most radical, forward-looking system of governance of any major institution on this continent, we still must operate under the Act of 1906. If any of the student representatives here present have comments to add, I hope that you will give them a hearing as well.

You will also be aware that — at the time of writing — we have not yet found a President. In some organizations it would be paralyzing to contemplate an untried structure with unknown leadership, especially in an era of austerity. However, the University has an impetus of its own that does not depend wholly on structure or leadership, and that can survive austerity temporarily (though not indefinitely). The source of this impetus is the staff and the students — their curiosity, their interest, their dedication.

We have stated in previous encounters with the Committee on University Affairs that we have very good people on our staff, and I do not recall that the claim has ever been refuted. We also have very good students. Whatever anyone may say about Grade 13, the following statement is indisputable: a faculty with over one-third of its first year students getting 80% or better in Grade 13 will not find that life is dull. (I refer to the Faculty of Arts and Science, which had 33.8% of its first year in the over-80 category in 1970-71. Even so, we refused no qualified first year applicants

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## 90 more trees being planted

By the spring of next year, 90 more trees will have been planted on the St. George Campus since early this fall in a continuation of a tree planting program initiated by the Physical Plant Department in 1970, when 23 were planted.

To make sure that the University obtained the most suitable species, having a caliper of at least 2½ inches, G. M. Crisp, grounds supervisor (who died suddenly last week), and C. R. Rollason, landscape foreman, inspected acres and acres of nursery stock. The trees selected have been or will be placed on or near Galbraith Road, Sir Daniel Wilson quadrangle, the south side of Hart House, Hart House Circle, New College, Sidney Smith Hall, Medical Science Building, and the front campus.

The tree planting program was directed by Leslie H. Hubbard, assistant superintendent, St. George Campus, working under Evan Prichard, superintendent. Said Frank J. Hastie, Director of Physical Plant, of the project: "Judging by the comments I have heard, the University community was well pleased with the first part of the program and I feel that the 1971-72 phase will receive equal appreciation.

In addition to the tree planting, the Physical Plant Department during the summer embarked upon further beautification and improvements: benches and flowers were scattered about the campus, a parkette was created at St. George and Russell, and new lighting was installed.

## How U of T is coping with its problems

The size and complexity of the University of Toronto and the problems of administering such a huge organization were described Tuesday to the Committee on University Affairs by Alex G. Rankin, Executive Vice-President (Non-academic).

Although, he emphasized, not all or even most of the answers to administrative problems had been found, Mr. Rankin said: "We have taken a practical approach by first improving communication, credibility, and the effectiveness of our day-to-day operations . . . with our progress to date and planned developments, I am confident that we will achieve a standard of administration commensurate with the high academic reputation of the University."

### Mr. Rankin's Statement

Once upon a time, and for too long a time, the role of administration within the educational institution was considered minor, menial, meddlesome and a necessary evil. It was also considered that administration could be dealt with quite apart from the academic function. Because of this, most universities have been slow to pick up new and improved administrative techniques. Until recently, the administrative side of



Dr. Sword checks the University's brief to the CUA

the house has received little attention and an inadequate share of the budget.

In the sixties, however, this attitude slowly changed under the pressures of necessity. These pressures developed both internally and externally until, today, it is readily acknowledged that good management techniques and accurate and timely information are essential to the development of the institution. Therefore, I assume that the Committee would be interested in a brief outline of some developments in our administration which we have found beneficial.

In any approach to the administration of the University of Toronto, we must admit to its complexity and magnitude. Enrollments, which have more than trebled in the past twenty years, have now reached

the level of 35,000 students during the day, 22,000 taking evening courses and 11,000 attending summer courses. We operate on three campuses. Regular employees total 11,000 but in the course of a year there are 20,000 persons on the payroll. The University consists of 18 Faculties and Schools, 21 Centres and Institutes, 10 subsidiaries and many ancillary operations. To add to the complexity the University embraces University College, three federated universities, three federated colleges, one affiliated college, four constituent colleges, a college of Education and the University of Toronto Schools. A professor may be appointed at any one of eight separate Colleges. Many have cross-appointments and some in two or more places. In addition to multiple relationships with federal and provincial governments, the University has complex connections with Metropolitan Toronto, the City of Toronto, nine teaching hospitals, the Clarke Institute, the Ontario Institute for Studies in Education and the Royal Ontario Museum. Apart from the St. George Campus, a member of staff may be located in some 20 off-campus areas. The pressure to account for and reconcile the divisions and sub-divisions within the University is further compounded by the operation of some 1800 separate trust accounts and 2600 research projects. This complexity is only paralleled by some of the larger business conglomerates.

The organization of even such simple functions as the distribution of mail and payroll present a major challenge requiring the very best of administrative techniques.

The growth of the University of Toronto has thus created information needs beyond the demands of day-to-day requirements. The growth of record-keeping has placed an unwelcome burden on academic departments. It must be recognized that approximately two-thirds of the non-academic staff are employed within academic departments. There is a natural tendency for departments to operate independently of other areas. But fiscal control dictates the acceptance of policy guidelines and uniform business practices. This requires more communication and understanding between the academic and the non-academic staffs. Adequate planning for future operations requires not only that day-to-day needs be served but also that they be correlated and integrated on the basis of a University-wide approach

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### Apartments to sublet

Furnished, 2 bedrooms plus den, 2 bathrooms, available Jan. 1 to Aug. 31, 1972. \$285 monthly (includes garage). Location: Avenue Road near St. Clair. Phone 928-3162 or 483-9203 (evenings).

Furnished bachelor apartment, suit one person or couple. Available Jan. 1 to Aug. 31, 1972. \$135 per month; one minute walk to St. George and Bloor subway. Phone 928-3608 or 923-8077.

## Conference on Iranian civilization and culture here Dec 10 and 11

A conference on Iranian civilization and culture has been arranged by Prof. R. M. Savory, chairman, Department of Islamic Studies, U of T, and Prof. Charles Adams, director, Institute of Islamic Studies, McGill University, on behalf of the Canadian Committee to Celebrate the 2500th Anniversary of the Founding of the Persian Empire by Cyrus the Great.

The conference will be held at the Ontario Institute for Studies in Education, 252 Bloor St. West, Room N201, from 10 a.m. to 4.30 p.m. on Friday, Dec. 10, and Saturday, Dec. 11.

Conference fee of \$2 (students \$1) may be paid either at the door or in advance to R. M. Savory, Department of Islamic Studies, U of T.

Detailed program follows:

### Friday, December 10

- 10 a.m. His Excellency the Governor-General of Canada, will open the conference.
- 10.15 a.m. Introductory remarks by His Excellency Mohammad Goodarzi, Iranian Ambassador to Canada
- 10.30 a.m. "Iran: a 2500-year Historical and Cultural Tradition" by Prof. R. M. Savory
- 11.30 a.m. "The Thrones of Iran" by Prof. A. D. Tushingham, chief archaeologist, ROM
- 12 noon — "Anatomy of a Persian Mosque — the Masjid-i Shah of Isfahan" by Prof. L. V. Golombek, West Asian Department, ROM
- 2 p.m. "The Imperial Epic of Iran: a literary approach". Prof. G. M. Wickens
- 2.30 p.m. "Prelude to Monarchy: Iran and the Neo-Assyrian Empire" by Prof. L. Levine, West Asian Department, ROM
- 3.30 p.m. "Persian Mysticism" by Prof. Hermann Landolt, Institute of Islamic Studies, McGill University
- 4 p.m. "Religion in Achaemenid and Sasanian Iran" by Prof. W. G. Oxtoby
- 5.30-6.30 p.m. Reception, Cafeteria, 5th floor, OISE

### Saturday, December 11

- 10 a.m. "Archaeology and the Fire Temple" by Prof. E. Keall, West Asian Department, ROM
- 10.30 a.m. "Ideology and Social Change in Iran" by Prof. Gustav Thaiss, Department of Sociology, York University
- 11.30 a.m. "The Tribes of Iran: Reflections on their Past and Future" by Prof. P. C. Salzman, Department of Anthropology, McGill University
- 12 noon "The Policy-Making Process in the Government of Iran" by Prof. K. B. Sayeed, Department of Political Economy, Queen's University
- 2 p.m. "Persian Manuscript-illumination, Paintings, Textiles, Metal and Woodwork" by Prof. G. M. Meredith-Owens
- 3.15-4.30 p.m. General discussion on all papers presented.



# How the U of T is solving some administrative problems

(Continued from page 3)

to the problem of providing information: internally for decision making; externally to satisfy the demands of Government and other educational bodies. Faced with the growth and character of this colossus, it was decided three years ago that the backbone of the administration must rest on a centrally co-ordinated Information System. To make this approach successful, an Information Systems Committee was established. This committee, which includes both senior academic and business heads, is responsible for approving such items as the scope of the program and the short and long term objectives.

The short term objectives established are:

1. The study, analysis, design and implementation of improved systems in the following functions:

- a) Student Records
- b) Financial Systems
- c) Staff Information
- d) University Space and Facilities
- e) Other related systems

2. The maintenance of a computer facility to support this program and also to carry out current operations.

3. The provision of a consulting service to systems users.

4. The responsibility for co-ordinating internal and external information requirements.

5. Establishing data bases for the above systems.

The long term objectives are:

1. A fully integrated Information System for the University of Toronto.

2. Development of integrated data bases with protected access for appropriate users.

3. The study and design of sophisticated techniques in the areas of simulation, models, and measurement.

The short term objectives express the clear intention to concentrate on improvements to what is now being done before proceeding to the more sophisticated information system. This is a very necessary first step, since an Information System must be founded on operating systems that are already under control.

The Committee recognized that the building of such an information system would be time-consuming and costly. However, it would avoid the temptation for individual departments or faculties to develop duplicate and fragmented systems.

Significant achievements have already been made in these objectives. Briefly, these are:

## Personnel-Payroll System

Implemented in the fall of 1968, this system incorporates the ability to deal with all staff information from the date of appointment to retirement and pension payment. It also provides salary encumbrances on appropriation accounts and salary deposits to banks or cheques to staff members; payroll and benefit distribution; T4s and U.I.C. statements and statistics for Statistics Canada and salary surveys. It is also integrated with the University of Toronto Staff Benefit System.

## UNIFACTS

This system (University Financial Accounting Transaction System), which has been in successful operation since November 1970, is possibly the only fully integrated accounting system in use by a university in North America. It makes use of IBM's data base package (IMS).

On a daily basis it updates all accounts (some 22,000) as they might affect operating expenditures/income, capital, trust funds, research grants, investment portfolios, accounts payable/receivable and the general ledger. It incorporates all the elements of control to ensure that expenditures and commitments are within approved appropriations. It also provides detailed monthly statements (covering in excess of 100,000 transactions a month) to all cost centres within one week of month-end and scheduled payments to vendors or reimbursements (e.g. petty cash and personal expenses). Built-in audit features deter violation of accounting practices.

## UNISTARS

This system (University of Toronto Student, Applicant and Alumni Records System), currently being implemented and also making use of data base concepts, is designed to maintain accurate and up-to-date records of: applicants, students, and alumni; to monitor and record the progress of students throughout the various phases of the academic year; to provide faculties, colleges and other ultimate users with accurate and timely reports and statistics, and to provide required information for government and other reports. The system also gathers information on admissions and supplies necessary data to academic departments. UNISTARS can be extended to the area of development, by recording and accounting for gifts to the University, providing information for fund-raising cam-



**BEFORE U OF T'S BRIEF** was presented to the Committee on University Affairs, senior University officers, headed by Acting President John H. Sword, outlined some of our problems to a conference of the Associates of the University of Toronto, Inc. Acting Executive Vice-President (Academic), Donald F. Forster,

left, took part in discussion with the U.S. alumni, who met on campus to plan projects that would mark the 25th anniversary of the Associates. Listening intently are Alex G. Rankin, Executive Vice-President (Non-Academic), and Mrs. Claire Coleman, New York, treasurer of the Associates.

paigns, and undertaking research on fund-raising techniques. When fully developed, this data base will contain information on some 250,000 past and present students.

In fairness it should be said that the Registrar recognized in the early 1960s the need to use the best available administrative devices to assist in registration and recording of student statistics. By 1965 the groundwork had been laid for a system of student records on magnetic tape. Formidable admission problems were surmounted by the use of the computer. As a result it was possible to mail 6,000 letters of admission within 24 hours of the receipt of the Grade 13 examination results. Both of these developments attracted considerable attention in other universities which wished to profit from Toronto's experience. One of many by-products of these efforts is the issuance of an annual volume called "Student Statistics". This has been imitated in at least 12 other Ontario universities, and in other parts of Canada and as far afield as the University of Melbourne, Australia.

## Space and Facilities System

A data base is under development to incorporate our space and fixed assets inventory. As far as the space inventory is concerned we have had difficulties partly because of the fact that some years ago we adopted the Wisconsin Coding System. Subsequently, the consulting firm of Taylor, Lieberfeld and Heldman was retained by CUA to conduct an Ontario Universities Resources Study. The introduction by TLH of incompatible codes, new classifications and additional requirements consequently forced a revision to our plans. However, we are presently converting to the TLH codes. Since the conversion affects in excess of 36,000 space units this is a sizeable and costly task. The fixed assets appraisal, undertaken by an outside agency, is being completed and this information will be incorporated into the Space and Facilities System.

To improve the departmental understanding of and communication with these systems a guidelines approach was adopted. Currently, the following manuals have been produced in support of this concept:

- (1) Personnel-Payroll System Departmental Guidelines;
- (2) UNIFACTS Departmental Guidelines.

A guidelines manual for UNISTARS is currently under development.

In addition to these guidelines, various other manuals have been produced or are in the stage of development to improve communication and promote effective administration. These are:

- (1) Position Classification Manual (in use);
- (2) Safety Manual (in use);
- (3) Salary Administration Policy (in use);
- (4) Administrative Manual (being printed).

## Technological Development

Consistent with our objectives, three very important areas have been developed:

1. **Development Plan** - In support of sys-

tems growth and information demands, we have specified our requirements for the next six years in terms of computer and staff resources. This includes access to data bases from remote terminals for either retrieval of information or direct data entry.

2. **Computer Facilities** - This area has been expanded to allow the processing of data at high speed, random access to large data bases and the use of high level languages.

3. **Staff** - The knowledge and skills required to support advanced systems design have intensified our training program and have also placed increased emphasis on the experience criteria in the selection of new information systems staff.

## Library

The size and complexities of the administration of the University of Toronto Library parallel the problems of the University itself. We have had an outside organization study the operation of the Library system and as a result of this study we have expanded the organizational structure of the Library to include an administrative officer, a personnel officer and a systems manager. We are looking forward to an improvement in the use of manpower in the Library.

You will recall that our library is engaged in the difficult and pioneering task of utilizing the computer for basic library services. Some aspects of this program are now operational. If we are ultimately successful in reaching our goal we will have developed techniques of inestimable value for all major libraries and their users.

## Physical Plant and Planning

The very size and age of the Physical Plant of this University and the services required call for a specialized and sophisticated management. The fact that budgets for the maintenance of these facilities have not always been adequate complicates the task at hand. Planning and the requirements of Physical Plant go hand in hand. We recognize the need for a fresh approach to the problem of planning. This is not unnatural. The University has had five or six major master plans for development, all of which rapidly became outdated by events. The Department of Colleges and Universities has issued new guidelines for space and capital funding based on weighted enrolment. The problems of interfacing with the community in a large metropolitan centre, high cost of land assembly and provisions of utility services, are formidable. We are currently addressing ourselves to a reorganization in the manner and technique of approaching these problems.

## Cost Accounting

Cost accounting is a term that was seldom heard in educational institutions ten years ago. Any approach to the financing of universities requires the application of basic cost accounting principles. Once again, the pressures, internally and externally, have forced the University to commence a system of cost accounting. We have now

established cost centres. We have developed a basis for distribution of central service costs to divisions on a variety of bases. One cost centre that has defied analysis and allocation of its costs is the Library function. In our opinion it would not be profitable at this time to attempt any allocation of Library costs and therefore it should remain part of the general academic overhead of the institution.

## Towards Program Budgeting

A good Information System is essential before a system of program budgeting can be implemented.

It is our hope that when the data bases for students, staff, finance, and space and facilities have been completed we will be able to combine this information both in detail and summary form. We are, of course, interested in such things as work load by academic staff, work load by department, space utilization, and cost per program. Generalized information, such as overall staff-to-student ratios, in an institution as large as the University of Toronto is quite useless as a financial or administrative tool. It is obvious that we may be under-or-over in the distribution of resources in some departments; without factual detailed information it is difficult to identify those areas where corrective action should be taken.

## People

The above developments in our administration have been made possible because we have been able to attract experienced people from the outside who have provided the necessary expertise and leadership. We went outside for senior people in Accounting, Personnel, Investment, Insurance, Information Systems and Internal Audit. To ensure that such a mass infusion should never again be necessary and to provide effective personnel services we have taken major steps to upgrade this department. As one of the largest employers in Toronto (an academic staff of some 3500 and about 7500 administrative and operational staff) we must have an enlightened and efficient Personnel Department. A glance at our Personnel Policies will reflect our sincerity and determination to be a respected, progressive employer.

The purpose in reporting this to you is not to imply that we have found all or even most of the answers to administrative problems but to let you know that we are making real progress. We have taken a practical approach by first improving communication, credibility, and the effectiveness of our day-to-day operations. This approach has attracted the interest of numerous educational institutions in both Canada and the United States of America. Several of these institutions have already obtained copies of our various guideline manuals. It could be that our manuals might be useful to CUA or to other Ontario universities which have not as yet developed manuals and we are quite willing to

(See page 8, col. 4)



## Trinity College's Chancellor-elect is Most Reverend Howard Clark

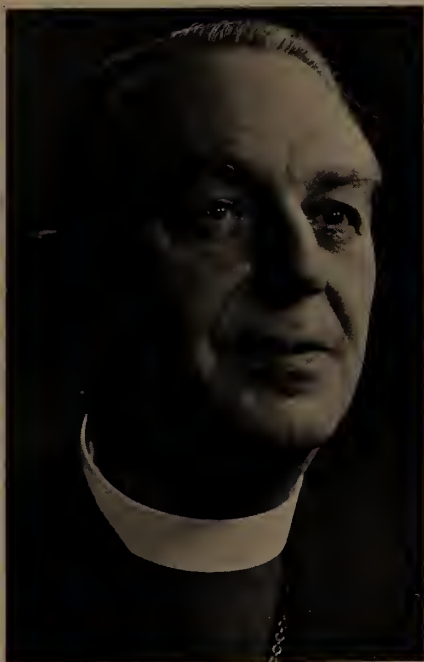
On Oct. 4, the Most Reverend Howard H. Clark, D.D., D.C.L., was elected the 8th Chancellor of Trinity College. Dr. Clark will be installed on Saturday, Jan. 15th, 1972, on the occasion of the College's 120th birthday.

The newly-elected Chancellor resigned as Primate of the Anglican Church of Canada in August 1970, and was subsequently appointed Special Lecturer and Tutor at Trinity. He is the College's most distinguished living clerical alumnus.

Dr. Clark is the first member of the clergy and the first member of the academic staff of Trinity ever to be elected to this post. He was at one time Chancellor of St. John's College, Winnipeg and will, therefore, be in the unique position of occupying such high office for the second time.

Dr. Clark was born on April 23, 1903, at Macleod in Alberta. However, when only 18 months old his parents moved to eastern Canada where he received his education. The new Chancellor graduated from both the Arts and Divinity Faculties of Trinity College and was ordained as a priest in 1932. He served at Christ Church Cathedral, Ottawa, from 1932 to 1954, at which time he was enthroned as the Fourth Bishop of Edmonton. He was elected to the Primacy in 1959, and was installed as Archbishop of Rupert's Land in 1961.

As spiritual head of the Canadian church Dr. Clark travelled widely, having visited churches of the Anglican



Most Reverend Howard H. Clark

Communion in the Middle East, Asia and the Far East. He has received 15 honorary degrees including one from St. Paul's University, Tokyo, Japan.

The Chancellor-elect and his wife, the former Anna Wilson of Ottawa have a son, Howard, and three daughters, Mary (Mrs. H. A. Van Straubenzee), Esther, and Elizabeth (Mrs. K. R. Morley).

## M.Sc. and Ph.D. Immunology programs approved by OCGS

Summary of the Minutes, Council of the School of Graduate Studies, Oct. 19, 1971:

### Results of Council by-elections

The following members were elected:

Division I Prof. L. E. M. Lynch for the term ending June 30, 1973

Division II Prof. D. Mendes da Costa for the term ending June 30, 1974; Prof. C. C. Pitt for the term ending June 30, 1972; Prof. L. Zakuta for the term ending June 30, 1972

Division III Prof. S. van den Bergh for the term ending June 30, 1972; Prof. S. H. Smith for the term ending June 30, 1972.

Percentage of faculty members voting: Division I — 55%; Division II — 46%; Division III — 49%.

### Dean's report

i Dr. M. A. Preston, Executive Vice-Chairman of the Advisory Committee on Academic Planning will speak at the Nov. 16 meeting of Council on the business of the Advisory Committee and its functions, and will answer questions.

ii The Ontario Council on Graduate Studies has approved M.Sc. and Ph.D. programs in Immunology.

iii The following representatives have been named by the Acting President to discipline assessment groups:

Geology: Prof. E. W. Nuffield  
Geography: Prof. D. P. Kerr  
Economics: Prof. T. A. Wilson  
Business, Administration, and Management Science: Prof. M. J. Gordon  
Sociology: Prof. P. J. Giffen  
History: Prof. A. P. Thornton  
Law: Prof. D. Mendes da Costa  
Political Science: Prof. C. B. Macpherson

Chemistry: Prof. A. G. Brook  
Physics: Prof. H. L. Welsh

Subsequently the following representatives were named:

Educational Theory: Prof. C. C. Pitt to December 31, 1971; Prof. G. E. Flower from January 1, 1972;

Religious Studies: Prof. R. J. Williams to December 31, 1971; Prof. G. A. B. Watson from January 1, 1972

Planning and Environmental Studies: Prof. R. M. Soberman.

iv The final full-time enrolment for 1971-72 will probably show a decrease of about 100 from last year's figure;

there will be an increase of some 200-300 in part-time enrolment. In the Humanities and Social Sciences the enrolment is about the same; in the Sciences there is a decrease.

v It was requested that briefs to the Commission on the Rationalization of University Research be submitted to the Office of Research Administration by Nov. 15. A Committee, consisting of Prof. H. L. Welsh (Chairman), and the four Associate Deans, and the Chairman of Committees of the Research Board, will be submitting a brief in the name of the University but it is hoped that many individual briefs will be submitted as well.

### Reports of Divisions

#### Division II:

Council approved a recommendation from the Degree Committee that an applicant who does not possess a university degree but appears to have equivalent qualifications be admitted to a one-year program in Educational Theory.

#### Division III

i Council approved a recommendation from the Executive Committee that the name of the graduate Department of Aerospace Studies be changed to Aerospace Science and Engineering.

ii Council approved a recommendation from the Executive Committee that

a student be permitted to reregister as a Ph.D. candidate in the Department of Mechanical Engineering for the sole purpose of an examination on his Ph.D. thesis, and that he appeal immediately to the Dean of the School to schedule a Senate Oral Examination.

#### Division IV

It was reported that the Executive Committee had considered the case, referred by Council, of a student who wished to register concurrently as a part-time Ph.D. candidate and a full-time M.D. candidate. The decision was that this was not a special case and the application was withdrawn. However, it was anticipated that there would be applications for concurrent enrolment in the future and Profs. Kalow and Mc-

Culloch had been asked to look into the matter and report later.

#### Division I

Matters discussed in the Executive Committee have not yet been finalized and will be reported on at a later date. The Degree Committee had dealt with cases that had not required action by Council.

### Proposed changes in the 1971-72 Calendar

Council approved a list of proposed courses for the session 1971-72 which are not listed in the current Calendar.

### Other business

Council received, for information, reports on University of Toronto and Ontario Graduate Fellowships.

## Preliminary report to Senate shows 34,116 students enrolled

Summary of the Senate Minutes, October 7, 1971:

The Senate received the Report of the Striking Committee, reporting the membership of the Standing Boards and Committees of the Senate for 1971-72.

The Senate received a list of the appointed assessors to the Senate for 1971-72.

The Senate received a preliminary report on enrolment. At October 1, 1971 there were 20,267 full-time undergraduate students and 6,601 full-time graduate students, for a total of 26,868 full-time students. In addition, there were 5,027 part-time undergraduate students and 2,221 part-time graduate students, for a total of 7,248 part-time students. There were 34,116 students enrolled as at October 1, 1971.

The Senate received a preliminary report from the Office of Admissions indicating an increase in the number of applications received, particularly to the professional programs.

The Senate received for information a

report from the Executive Committee concerning a proposal to transfer the program in Dental Hygiene in the Faculty of Dentistry to the George Brown Community College.

The Senate received for information a report concerning a joint program between Erindale College and the Sheridan College of Applied Arts and Technology for students interested in art education.

The Senate approved a report from the Committee on Applications and Memorials which recommended the granting of one appeal against the School of Nursing, the denial of one appeal against the Faculty of Arts and Science and the denial of one appeal against the Faculty of Applied Science and Engineering.

The Senate approved the report of the Committee on Scholarships and Other Awards recommending the approval of six new awards, amendments to three existing awards, and the termination of three awards.

The Senate approved a statute respecting the hood for the Degree of Master of Museology.

## In remembrance of Stravinsky

A colloquium in remembrance of Igor Stravinsky (1882-1971) will be held by the Graduate Department of Music under the auspices of the School of Graduate Studies on Nov. 29, 30 and Dec. 1.

Planned and coordinated by Prof. Lothar Klein, chairman of the Graduate Department, the colloquium will offer music, seminars, lectures and panels devoted to the theme of "Stravinsky: the music, the man and his influence". The colloquium committee consists of Dean John Beckwith, and Profs. Klein and Ezra Schabas.

The lecture on Dec. 1 by Prof. Klein will serve as an introduction to the Opera Department's Dec. 2-5 production of Stravinsky's *The Rake's Progress*.

All events will be held in the Edward Johnson Building and with the exception of opera production, are open to the public without charge.

More specific information may be obtained by telephoning 928-3744.

### Monday, November 29

4 p.m. Introduction by Dean John Beckwith; Lecture: *Le Sacre du Printemps* by Prof. Gilles Tremblay, Université de Montréal, Room 116.

8 p.m. Music: *Le faune et la bergère*, opus 2 (1905) — text A. Pushkin; Lynda Culhan, soprano, Inga Tammsalu, piano; *Trois Pièces pour Quatuor à Cordes* (1914), Richard Green, John Robinson, violins; Douglas Perry, viola; Janet Horvath, cello. Film: *Stravinsky* (National Film Board of Canada). Panel: Prof. George Rochberg, University of Pennsylvania; Prof. Gilles Tremblay; Profs. John Weinzweig and Robert Falck.

### Tuesday, November 30

10 a.m. "The Serialism of Stravinsky's Diatonic Music", Prof. Arthur Berger, Brandeis University. Seminar Room (Admission limited to graduate students).

3 p.m. Film: *Stravinsky* (CBS Television, David Oppenheim, producer). Panel: Prof. Arthur Berger, Elmer Iseler, conductor; John McClure, director, Columbia Records, Masterworks Division; Prof. David Oppenheim, filmmaker, Dean, School of the Arts, New York University; moderator, Dean John Beckwith. Concert Hall.

### Wednesday, December 1

2 p.m. Music: *Three Songs from Shakespeare* (1953), Penny Speedie, soprano; Peg Rannem, flute; Gwilym Williams, clarinet; Douglas Perry, viola. *The Owl and the Pussycat* (1967) with Penny Speedie and Inga Tammsalu. Lecture: "Stravinsky and Opera" or 'a night school for adults' by Prof. Lothar Klein. Film: *A Stravinsky Portrait* (Leacock-Pennabaker producers, with North German Radio). Concert Hall.

4 p.m. Dress rehearsal: *The Rake's Progress*, Opera Department, Faculty Music, Georg Phillip, director; Jam Craig, conductor. MacMillan Theatre.

## College of Education conference on students' rights and power

The College of Education has planned a conference on students' rights and student power in the high school for Friday and Saturday, Nov. 26 and 27, in the College Building at 371 Bloor Street West.

Participants in the conference will be faculty and students of the College of Education and other University divisions, high school student delegates from the boroughs in Metro Toronto, and invited high school staff and administrators.

The keynote speaker at the opening session on Friday at 8 p.m. will be Prof. J. D. Morton, Q.C., Faculty of Law, U of T.

Among the other guest participants will be Gordon Cressey, Trustee, Ward 7, Board of Education, Toronto; Law-

rence Hamm, formerly President of the High School Students' Federation in Newark, N.J., 17-year-old member of the Board of Education, Newark, and currently the youngest board member in North America. Mr. Hamm is now a freshman in political science at Princeton; and Dr. F. K. Heussenstamm, formerly research associate in the Sociology of Education and the Humanities, U.C.L.A., and now on the faculty of Teachers' College, Columbia University.

The conference is sponsored by the Department of History, Philosophy and Sociology of Education of the College. Chairman of the Planning Committee is Dr. George W. Bancroft. Enquiries concerning the conference can be made by telephoning 928-3217.



## 4500 every day dodge the traffic while city fathers study remedy



**RISKING LIFE AND LIMB**, some of the 4500 students who each day cross Queen's Park Crescent West are seen in the pictures on the left, braving the wave of south-bound traffic. More than 3500 students signed a petition (*above*) imploring the City of Toronto to do something about the problem. City Council has referred to its public works committee a recommendation of the City-University Liaison Committee that the speed limit be cut to 25 miles an hour. Ron Struys of SAC says students dislike a proposal that they use the Wellesley Street underpass because that would add at least two minutes to their crossing time and that's too big a bite into the 10 minutes between classes.

## Technical services now available in Medical Sciences Building

A wide range of highly sophisticated technical services are now available, at cost, to the University community in the Medical Sciences Building. They range from machine shops to facilities for amino acid analysis, analytical centrifuges, electron microscopy, fermentation and histopathology.

When various departments of the Faculty of Medicine moved into the new building, two years ago, the decision was taken to pool many departmental facilities, in the interests of economy and

greater efficiency. Keith Bowler, co-ordinator of central services in the MSB, says that, while these services are primarily for the use of the Faculty of Medicine, they are glad to perform work for other departments whenever the work load permits it. There is also a Xerox 7000, which is capable of reducing 18 in. by 14 in. data-processing sheets to legal or letter size.

All services are sold at cost, including materials and labor, and a price list can be had from Room 2113 in the MSB. Here are the people to contact:

		Room	Local
Amino Acid Analysis	Dr. T. Hofmann	5234	2683
	C. Yu	5243	8848
Analytical Ultracentrifuge	Dr. G. E. Connell	5202	2703
	D. Kells	5230	8912
Electron Microscopy	P. Liebeknecht	1240	6232
	Mrs. M. Betlem	6212	8972
Microtomy	I. Berzins	4171	6231
Fermentation Unit	Dr. H. Z. Movat	6207	2550
Histopathology Service	Mrs. R. Murray	6217	8926
	C. J. Kooiman, Co-ordinator	1209	2041
Shops	E. B. Johnson, Machine Shop	1203	4890
	B. Lomas, Electronic Shop	1204	6255
Xerox 7000	Mrs. M. J. Hodgkinson	2113	2587

Payment for services, after determination of expected cost, should be arranged through H. E. Dunn, supervisor of MSB accounting division, local 2399.

## Ph.D. Orals

All members of the Graduate Faculty have the right to attend Ph.D. Oral Examinations.

**Wednesday, November 24**

C. C. Bantin, Department of Electrical Engineering. "Antennas in a Non-Linear Isotropic Plasma". Thesis supervisor: Prof. K. G. Balmann. Room 108, 16 Hart House Circle. 2 p.m.

**Thursday, November 25**

E. W. Hinds, Department of Computer Science. "Square Roots of Proper Orthogonal Matrices". Thesis supervisor: Prof. P. Keast. Room 108, 16 Hart House Circle. 10 a.m.

**Monday, November 29**

K.-Y. Wan, Department of Chemistry. "Acetylene and Ethylene Adducts of BIS (Triphenylphosphine) Platinum". Thesis supervisor: Prof. C. D. Cook. Room 108, 16 Hart House Circle. 2 p.m.

**Friday, December 10**

The final Ph.D. oral examination of C. A. Conway, Department of Medieval Studies which was to take place at 2 p.m. Friday, Nov. 26 has been cancelled. The examination has been re-scheduled as follows: 3 p.m., Friday, Dec. 10 in room 201, 65 St. George Street.



# CUA hears how formula financing affects the University

(Continued from page 3)

to Arts and Science, although college preferences often had to be shifted. For the whole University, the percentage over 80 was 31.7.) With limitations on enrolment in practically every sector, the corollary to such a demand is that we have only a negligible fraction from the lower borderline. Many of our places go to students from the CAATs and to mature applicants who display exceptional motivation and potential.

With students of this calibre, as I have suggested, life is not dull. We encounter perhaps earlier than other institutions an independent attitude towards programs that are rigidly structured in a way that has been devised by us. We have students who want not only to participate responsibly in the teaching/learning process, but also to design their own educational pattern, and who ransack our human and physical resources to get what they feel they need. These independent minds coexist, of course, with more passive types who are content to follow traditional sequences and be consumers of information. These two attitudes are reflected in the CUG Report, but long before that they were identified in the 1967 Report on Undergraduate Instruction in Arts and Science (the Macpherson Report). The New Program in Arts and Science is our foremost response to the challenge of the new students co-existing with the old — "a framework", as Dean Allen calls it, "within which almost any imaginable educational philosophy can be accommodated." Having had two full years' experience with the New Program, a thorough evaluation of it is a task with high priority for the near future, to find out, for instance, whether more students are specializing, or fewer, and whether new types of specialization have emerged as a result of the students' freedom to design their own programs.

The possibilities of experimental, innovative courses within the New Program framework have been explored in many areas, and with particular zeal at Innis College, Trinity College, and Erindale College.

The Innis program is designed, through a process of staff-student planning, to provide alternatives in subject matter and teaching methods to educational experiences available elsewhere in the University. Innis has developed courses in such areas as film, the philosophy of music perception, city politics, education and society, and of course in Canadian culture and society specially developed for students for whom English is a second language. Innis is also involved in the Transitional Year Program, a full-time program for high school drop-outs who found it impracticable to qualify for university entrance by the normal night school make-up method. The idea was developed by, *inter alia*, a Praxis Corporation committee headed by Prof. Charles Hanly, and Innis, being a small and experimentally-minded college, was chosen as the setting. The University receives formula support for these students, and acknowledges this welcome recognition of an interesting and potentially far-reaching experiment.

Trinity is well-known for the Open Windows project of last summer, when the students devised, financed, and carried out educational programs for 100 high school students. The College has also pioneered an Independent Study Program, which allows senior undergraduates to submit research projects of their own in lieu of the year's work.

## The Federated Colleges

You are aware, I am sure, of the impasse in which we find ourselves as a result of the way in which a policy of the government is being interpreted in relation to this University. We receive only partial entitlement, under the formula, for the more than 5,000 Arts and Science students in Trinity, Victoria and St. Michael's, even though they are totally integrated in the Faculty of Arts and Science. And it appears that there is no way out of this dilemma: for the Colleges have all given the Government the assurances that it asked for that their Arts and Science teaching operations — as distinct from their theological schools — were entirely free from the taint of godliness. We cannot, apparently, claim full support for our Arts and Science students except by some process of phasing out the Colleges, which would be a violation of trust and a denial of history. It would also pose serious problems for the social and intellectual organization of the University.

We receive at the present time only half grants for students enrolled in the federated colleges, plus a certain sum for the fees deficiency. Thus both the University and the Colleges are being short-changed by the Government in respect of over 5,000 students — the equivalent of a small Ontario university — whose calibre is unmatched. These, I remind you, are part of the group with 33.8% in the over-80 category in Grade 13. And as for the teachers, the College

staffs have included some of Canada's most eminent humanists. On this day last year an earnest plea for justice for the University federation was made by Dr. Bissell, Mr. Rankin and Father Kelly. We appreciate the response of this Committee: the grant we received for fees deficiency for the current year was increased to the extent of \$300,000. Nevertheless, our loss compared with receiving the full formula entitlement was still \$340,000.

Aside from the federated college problem, there is another inequity that is suffered by our Faculty of Arts and Science. We were assured by you that it was a principle of formula financing not to penalize a university for introducing desirable academic innovations, and that, accordingly, we could count on introducing the New Program in Arts and Science without suffering a financial loss; we received, for 1969-70, an average weighting of 1.2 for all Arts and Science students in view of the fact that the New Program had rendered obsolete the former rigid distinctions between honour and general and between arts and science. However, since that time the "mix" in Arts and Science has become richer, both here at Toronto and in other Ontario universities, as we have shown in a submission to the Joint Sub-committee on Finance, but no new arrangement was made for 1970-71; this, in effect, froze the weighting of 1.2 at this University although others were paid their increased entitlement.

## Engineering Enrolment

In the Faculty of Applied Science and Engineering, the most important development is, of course, the impact of the Lapp Report. Dean Ham and his colleagues have given their loyal support to the concept of rationalizing the system of Engineering education and the necessity for over-all enrolment planning. In line with the Lapp and COU guidelines, Dean Ham has taken to the Graduate School a recommendation for a phased reduction in the number of doctoral candidates to be accepted in Engineering graduate departments. Incidentally, the phenomenon of the unemployed Ph.D. is unknown to our Faculty: all our doctoral graduates are either working or else on post-doctoral fellowships.

The limitation on undergraduate enrolment will remain at 660 as the Council of Ontario Universities recommends. It is clear from the Lapp Report that our Engineering school operates more economically than most at present numbers, and it seems perverse to inflate the cost per student by lowering a stabilized intake. The percentage of first year Engineering students with 80% or over in Grade 13 was 35%.

## The Health Sciences

The situation in the Health Sciences is more complex. To recapitulate some recent history:

The Report of the Royal Commission on Health Services revealed that faculties of Medicine needed increased financial support if they were to meet the double challenge of rapid advances in medical science, and increased need of physicians. The Department of University Affairs responded in the middle 60s with direct subsidies to medical schools, until formula financing was introduced.

There was, with the latter development, recognition of the responsibility of the medical school for postgraduate training in hospitals, both of general practitioners and specialists. Appreciation that the hospital, or clinical, education was intimately tied to service to patients, and therefore should not be financed through educational sources alone, was implicit in division of financial support between the University, which received for an intern half the value of a medical student, and the Hospital Services Commission, which met half the salary of full time clinical staff. O.H.S.C. payment had to be through the hospital, under totally different terms from the allocation of unit funds provided through the University budget to Faculties of Medicine. Then the introduction of prepaid medical care introduced a third source of revenue to full time clinical staff, under terms different from those governing the first two sources.

Under these circumstances it is not surprising that the clinical faculty have a higher average income than that prevailing elsewhere in the University. What is not generally recognized, however, is that the clinical faculty are competing in the community with colleagues in non-teaching Metropolitan hospitals who have no teaching responsibilities, and have more time to earn larger incomes. We are losing clinical faculty because of the disparity in incomes.

This is indirectly related to our major concern: the difficulty of management imposed by multiple sources of financial support under varying terms. The University, for example, through its central funds derived from basic income units, supports the total administration of all funds paid to

clinical staff, whether these are derived from hard University budget, O.H.S.C. salary support, or pooled fees from treating patients. Fringe benefits are paid on O.H.S.C. funds but not fees income. The total overhead costs are borne solely by the University, including those of clinical research conducted in on-campus space. This latter is a major item because almost all the clinical biomedical research space is in on-campus buildings, and will continue to be. It is not sufficiently recognized that in the health sciences — and the health sciences only — is *all* the research done in the universities. In Engineering, Physics, Chemistry, Biology, etc., the Government of Canada has its own major research facilities and programs, such as the National Research Council and the Fisheries Research Board. The fact that biomedical research is done only in universities increases the requirements for staff, space, equipment, and money.

A year ago it was demonstrated to this Committee that the University was subsidizing the Faculty of Medicine in the amount of more than \$1 million per year. For this reason, the Faculty has had no annual increase in hard University funds other than salary increases, and these paid only on the amount of salary from University funds.

O.H.S.C. funds are vital to the support of the Medical Faculty; their withdrawal would cause a major disaster; yet the conditions of their allocations — a fixed limit per individual, the necessity of providing matching funds, and the limitation to personnel support only — make budgeting in the Faculty of Medicine a frustrating exercise that each year assumes crisis proportions. Of necessity, hard money (University funds) must be manipulated to give support for all those items excluded by the O.H.S.C. terms. Matching funds are derived more and more from fees income, in itself desirable, but not the manner in which it must be done.

The above conditions and consequent managerial difficulties have of course been compounded by the rapid growth and expansion of the medical faculty and its educational responsibilities over a very short period of time. Now that financial support has levelled off, it is imperative that adjustments occur. It would be desirable to arrange for the support of clinical departments through a single source of funds.

It is necessary to add that support of clinical education in health sciences other than Medicine has been forgotten: in Nursing, Dentistry, and Pharmacy, undergraduate programs in teaching hospitals are growing in importance, yet it is impossible to develop them without more support both to the hospital, and the University.

The O.H.S.C. has striven to assist clinical education in the health sciences in every way possible, but both federal and provincial statutes have imposed limitations to the extent and conditions of financial assistance. The University however must have the power to use funds in a flexible manner, if the changes in undergraduate medical education now advocated are to be achieved; that is, teaching in health units, satellite centres and other institutions, with less use of active treatment hospitals. On the other hand, maintenance of research and post-graduate training programs in affiliated hospitals must be assured. To direct funds to programs and the staff conducting them should be a primary objective of the University. To accomplish this requires a centralization of funding sources for clinical education. Whether this can be done within the existing framework of government, University and hospital structure, or would require a new organization or agency, should be explored.

Health Sciences research now accounts for about half of the whole University's research grants — close to \$10 million of the total of \$19 million we receive for assisted research. The Health Sciences thus provide the most striking illustration of a problem we find increasingly crippling, financially: conducting research without being reimbursed for the overhead costs. Yet to forego research would be to lose the best and brightest members of staff and to curtail crucial services to the community and nation.

## Graduate Studies

In the area of graduate studies, three points are worth special attention. The first is the need for particular support for the Centres and Institutes. Much of the experimentation in teaching, supervision and research on an inter-disciplinary basis occurs in these institutions. A considerable part of the University's contribution to society, other than directly through education, stems from work in them. Yet their financing is often tenuous, not least because of the failure of granting agencies (both private and public) to pay enough attention to overheads.

A second issue is the debate on employment prospects for graduate students, and the implications for financing graduate work. Thirdly, if the growing co-operation among Ontario universities at the graduate level is to lead to a more rational structure of graduate work, some thought should be given to the most appropriate mechanisms for deciding how that rationalization is to occur.

We do not propose at this point to review past problems, except to point out that they arose from a complex set of forces. Our techniques for predicting employment requirements for high-skilled persons are still capable of much improvement. That there have been problems of employment for university students at all levels is hardly surprising in an economy suffering from general and continuing unemployment at a high rate. (It is an interesting question, not always kept in mind in discussions on this matter, just how much of the surplus of graduates in major fields is due to the general and shorter-term unemployment problem and how much reflects longer-run excess supply. Presumably it is this latter question which is relevant, given the lag in building up to new levels of graduates. Once the tap is turned down, it may take some time to turn it up again.) The universities themselves in some cases had, and still have, far too rigid and specialized programs of study on either academic or employment grounds.

The point we wish to emphasize is that many of the adjustments required to cope with excess supply of undergraduates and graduate students in particular fields have already been made. There has already been a substantial levelling off of graduate enrolments for two years in a row in Ontario universities compared with earlier rapid growth. There has been considerable readjustment by fields, with heavy cut-backs in certain disciplines and expansion in others, partly in response to changing job prospects by fields. There are readjustments going on in students' expectations as well, which may be disappointing to individual students but are not necessarily bad from the community viewpoint. Universities in parts of the country which could not attract staff from major graduate centres a few years ago are now finding they can do so. Non-university institutions which had to take persons with less training than might be desirable, or who would not pay the relatively higher salaries, are able to compete more effectively for graduates with higher degrees. We all know (contrary to the public impression) that the problem of employment for so-called Ph.D.s is partly concentrated in the A.B.D. (all but dissertation) group. In the heady days of the sixties, excess demands in some fields created handsome offers from institutions of one's choice as soon as the comprehensive examinations were completed. It is not entirely a bad thing if more such persons must now stay on in universities to complete their dissertation, *provided they have some financial means to do so*.

It is our view that it would be a serious error of public policy to impose, by further reductions in financial support, still greater adjustments on graduate enrolment than are taking place. To begin with, the case for so doing in the past appears to have been based very largely on questions of employment prospects in the universities in particular. This case, in turn, presupposes certain demands for high-skilled manpower (or should it be people-power?) in the economy. All of this appears to consider the function of the university, and of its contribution to society, solely in terms of a clearly foreseeable and rather specific job or a measurable contribution to economic growth. Universities have a substantial stake in and contribution to the health of the economy as conventionally measured. We approve the attempts in recent years to develop more sophisticated methods of assessing the contribution of both education and other public expenditures to the health of the economy. But we resist very much the idea that that is or should be taken to be our sole contribution, or the sole method of assessing that contribution. At a time when the concept of national production as conventionally measured has everywhere been rudely deflated as an indication of social progress, of cultural advance, and of the quality of life generally (purposes, incidentally, for which it was not intended) it seems odd to find closely related measures being applied to evaluate the contribution of education. The increasing interest in more relevant indicators of social and cultural (as well as more broadly defined economic) progress, while still fraught with many questions, is encouraging. We hope the university's contribution to society may be better evaluated by these new concepts, though we doubt whether all aspects of a humanistic approach to life can ever become measurable. But the

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# Graduate studies and research problems before CUA

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present preoccupation with a strictly manpower and production approach, necessary as it is, seems to us too narrow a perspective.

Even within the perspective of such an approach, however, we are concerned that policy is being considered on the basis of still experimental technical findings which are subject to considerable misunderstanding at the popular level. The facts often appear less dramatic than the generous publicity given by the national media to any indication of over-supply, no matter how qualified, in the universities. Any finding which might cast this in doubt receives a decent burial (if any), far down on the inside pages. The October 16 announcement by OCGS that only 40 of the 1970-71 total of 708 Ph.D.s from Ontario universities were without jobs as of June, 1971, and that a number of the 40 had probably since found jobs, is a case in point. We cannot be complacent about these and other data which suggest that the problem may have been overstated and that it is partial rather than across the board. There is enough difficulty to cause deep concern and rethinking of our conventional procedures. But those who are in or associated with universities must be alert to keeping the public fully and fairly informed, both when it hurts us and when it helps us. We believe our case is good enough, and closely enough tied to the public's interest, to warrant that kind of exposure.

To avoid misunderstanding, we repeat our belief that manpower approaches to education, and analyses of the economic benefits and costs of higher education, have a highly useful role to play. They are necessary ingredients in the process of rationally assessing alternative expenditures of public funds, as well as the job opportunities for students. In their present experimental state, however, these efforts should be treated with some caution when major changes in policy are being considered. Efforts to estimate the rate of return on investment in higher education, for example, are still struggling with the problem of measuring social (as distinct from private) returns. The measurement of returns from education has been related almost entirely to those resulting from production; only recently has the possibility of higher returns from expenditure on consumption been considered. Some of the work on manpower projections is very promising. Yet these are still at a rather high level of aggregation for many purposes associated with forecasting supply and demand for highly-skilled persons, the degree to which both supply and demand will adjust in response to excesses or surpluses by fields is still a contentious matter, and there are many important assumptions in these studies which have yet to be tested. The researchers involved are usually careful to urge caution in the use of their experimental work for policy purposes, but their often critical qualifications tend to be brushed aside in much discussion of their work.

We emphasize that extreme care must be taken in assessing the implications of experimental analysis for policy in this field. It took a major effort by the public and by the universities alike to build to the present levels and degree of sophistication in university graduate studies. The valuable infrastructure — human, organizational and physical — which has been assembled at great cost in the graduate departments and centres serves not only our teaching and related research needs, but is of increasing significance to this province's and this country's efforts to develop science policy, industrial policy, and social policy. Serious damage to parts of this infrastructure cannot be repaired easily or soon. The "breathing spell" experienced by graduate enrolment at the moment has its advantages. It has corrected some of the areas of oversupply, it has led us to sort out our priorities more carefully, and it has instituted both the methods and the spirit of co-operative approaches among Ontario universities. As Toynbee pointed out in another context, however, there is such a thing as a maximum challenge. We need to be assured that a major form of support for our graduate students in the humanities and social sciences especially is not further reduced, particularly where federal support (in the first year of graduate work) is almost nonexistent in these fields. If further sharp reduction occurs, it will not only lead to the elimination or severe attrition of a number of graduate programs, but also to a reduction in the quality of our efforts at both the undergraduate and graduate levels. That is precisely the reverse of what should be happening in the seventies. The moderation of extensive growth in numbers presents us with a long-needed opportunity to concentrate more on the quality of our teaching and research, to improve areas where both public and private demands and

breakthroughs in knowledge and organization promise high rewards. That, we submit, will cost more money rather than less.

The problems which reduced provincial fellowship support would create for our graduate students are very much in our minds. These are students who, in many cases, have already gone into debt to finance an undergraduate career. Many of them are simply unable to proceed to graduate work without a fellowship or a teaching or research assistantship. The tendency now seems to be to treat many of these able and highly-motivated men and women, who are actual or potential graduate students, as expendable. We have already questioned whether the adjustments here have not gone far enough, whether the picture presented to the public has not been overdone, and, indeed, whether the framework within which these conclusions of the public interest have been reached has not been too narrow. Whatever one's views on these issues, we can surely agree that any major changes in present support programs should not be initiated until adequate alternative support programs are available. Some of the proposals in this area, involving greater access to loans with various repayment schemes usually related to future income, appear to suffer from serious defects. Such schemes take up a substantial part of a person's income for most of his future working life. They appear to include still controversial assumptions about such matters as returns to education and the extent to which they accrue to individuals, as well as such potentially awkward effects as the "negative dowry" in the case of highly-educated women who remain at home for a time. If graduate work, and the opportunities it affords in later life, are to continue to be accessible to able persons, independent of their personal financial resources, and more accessible to women in particular, then other kinds of financial aid such as fellowships and assistantships must continue to be available in large amounts.

## Rationalization of Graduate Studies

In the past few years some significant steps have been taken toward co-operative efforts in planning for graduate studies in the Ontario universities. As the major graduate institution in Ontario, we welcome these steps and are actively engaged with our sister institutions in them.

One of the objectives of such co-operation is to achieve a degree of rationalization of graduate studies in the Ontario universities (within the wider context of Canadian universities) in the expectation that a higher degree of specialization will permit a higher degree of excellence, lower unit costs for a given quality, and some sensible development of the opportunity for graduate teaching and research. One interesting question is just how the decision to allocate such responsibilities among universities is to be made, now and on a continuing basis. What now exists at each university will determine this in good part to begin with, but where do we go from here either by way of expansion in some centres or consolidation, retrenchment, or re-orientation in others?

Our appraisals process, of course, serves to determine where entirely new programs are to be located. The problem arises where existing programs are expanding to meet a growing demand or, as in some cases at present, contracting to prevent an excess supply. There is a considerable temptation in such cases to rely on enrolment quotas by discipline for each university, not least because of the certainty that decisions by individual institutions will then be consistent with any collective decision on overall enrolment limitations in Ontario in the particular field of study involved.

We suggest that such quotas are unlikely to yield the best results from the viewpoint of either the public or the universities. They substitute a collective judgment by a university-oriented administrative group for the judgment of individual graduate students and the efforts by universities to attract them. We do not object to some overall limits in particular fields where clear continuing tendencies to oversupply or probable overexpansion are evident. What is in question is the method of allocating any given number of places by rigid quotas to particular institutions. Such a procedure denies students some of the opportunity they have to influence where expansion should occur by the choices they make. It reduces the incentives which the university departments and universities as such should have to produce and improve programs with an eye to excellence and the attraction of students and faculty. Experience in other fields suggests that quotas are difficult to adjust once given, even when seen to be out of date. We believe far less specialization and excellence will result from quotas than from more competitive schemes of allocation; consequently a quota system will produce higher costs to the public for any given degree of quality.

The problem, of course, is to find alter-

native methods of allocation to particular universities which will yield a result consistent with any overall figure set for Ontario for a particular field of study or part of it. One way to do this, which allows the fullest choice of place to students and also incentives for improvement to universities, might be to seek collective standards of entry to a graduate field which will yield the overall Ontario numbers which are desired. Another method would be to ensure that Ontario fellowships are awarded other than by quotas to universities; for example, to the students, who would then choose their university. The ramifications of these and alternative schemes would have to be thought through rather carefully. As we proceed further in our discussions and in developing procedures for rationalization at the graduate level, however, we should critically examine how far systems of allocation which rely heavily on bureaucratic decision-making should be allowed to reduce students' choice and a healthy academic competition between universities.

## Centres and Institutes

The interdisciplinary Centres and Institutes at this University came under discussion at our meeting during the summer with the working group on formula revision. Centres and Institutes are the principal means in this University of expediting systematic interdisciplinary approaches to areas of learning. They have been used for this purpose for many years, and their history is instructive. Two of the oldest — Child Study (1926) and Aerospace (1949) — have gone through the tentative, experimental stages of growth and have found their places as regular teaching and research divisions of the University. The Computation Centre (1949) has been obliged to assume service functions for research and administration besides its normal academic development into a teaching and research unit.

Some of the later centres and institutes have followed a similar pattern, first concentrating on communications and co-operative researches and then developing teaching functions: examples are Medieval Studies, Drama, Higher Education, Linguistics, History and Philosophy of Science, Biomedical Electronics, Medical Science, and Criminology. Some have been formed with an international frame of reference and their work has involved co-operation with other universities or other countries; examples of these are the former Great Lakes Institute (now part of Environmental Studies), International Studies, and Russian and East European Studies. These are difficult to finance because they lie in broader jurisdictions than the strictly provincial: despite all that is said about encouragement of innovation and co-operative sharing of scholarly resources, the fact is that any attempts to move ahead outside an established *modus operandi* meet with bristling financial difficulties.

Culture and Technology, Applied Statistics, and Comparative Literature are groups working at internal interfaces of disciplines, and their small "housekeeping budgets" are a negligible expense, more than covered by the contribution they make to the educational program. But the Centre for Urban and Community Studies is tackling community problems of the utmost relevance and importance, funded largely by research grants from public or semi-public bodies and as is the case with so much university research we do not get sufficient overhead allowance to cover our costs. The same holds good for Criminology.

We appeal for your assistance in the financing of these innovative agencies, which are remarkably effective, inexpensive and flexible — perhaps by persuading the Department of Colleges and Universities and other departments and agencies of the Provincial Government to attach to their research contracts a reasonable allowance for overhead. This would assist the centres and institutes during their early and experimental stages of development, when it is uncertain whether they are heading for a dead end or unblocking a broad highway in the world of learning.

Last June a survey of our Instructional Media Resources was published and made available to you. We have under consideration an interesting approach from McGill University, suggesting that we join in a consortium of certain Eastern Canadian and American universities for the joint preparation and production of instructional materials. McGill is experimenting with a small number of "modularized self-instructional courses", and we have accepted their invitation to visit and observe these experiments. We think it is necessary to be informed about developments like this; there is a growing body of opinion which holds that the era of change in which we live is rendering obsolete the traditional relationship between teacher and student and the traditional view of the entire teaching/

learning process. We have already seen here a monumental change in attitude, to which we have responded in ways that you know, and we must keep abreast of further change, without necessarily subscribing to the entire doctrine of "future shock".

There are new developments on the administrative side of the University which are described by Mr. Rankin. It may have appeared to you that some of the improvements Mr. Rankin mentions are long overdue, but in point of fact we were warned in 1969 that the proper organizing and computerizing of our operations would take from three to five years. The progress made already is, in my opinion, remarkable.

## Search for chairman of English department

The position as chairman of the Graduate Department of English will become vacant as of June 30, 1972. The Acting President has approved the appointment of the following Search Committee to recommend a chairman for the department:

Associate Dean J. H. Parker (chairman), Graduate School; Dean A. D. Allen, Arts and Science; Prof. D. J. Dooley, English, St. Michael's College; Prof. W. A. Goffart, Medieval Studies; Prof. F. J. D. Hoeniger, English, Victoria College; Prof. H. R. MacCallum, English, University College; Prof. J. Rist, Graduate Department of Classics; Prof. M. T. Wilson, English, Trinity College.

Recommendations or suggestions as to possible candidates should be made, either verbally or in writing, to any member of the committee by Nov. 30.

## Complex problems of administration

(Continued from page 4)

make this information available to them at no cost.

The systems and programming effort in developing our Information Systems is naturally costly. For example, it is estimated that the development cost for UNIFACTS was approximately \$160,000. A number of institutions have indicated a keen desire to purchase this system, so there is a good possibility that we will recover some of this development cost.

In conclusion, I believe that the University of Toronto is widely respected for its academic excellence. In the past, however, the same could not always be said of its administration. But with our progress to date and planned developments, I am confident that we will achieve a standard of administration commensurate with the high academic reputation of the University.

## EXHIBITIONS

Exhibition of paintings by Eugenia Zundel (Mrs. David Mankovitz) from the series "War and Peace" and "Homage to a People". Edward Johnson Building. Until Nov. 30. Proceeds from sales will be applied to the scholarship fund of the Faculty of Music.

Major exhibition of work by Lawren Harris, Jr. (Erindale College in association with the New Brunswick Museum and the Owens Art Gallery, Mount Allison University). Until Dec. 15.

Pottery exhibit by Ontario's leading potters. Science Wing, Scarborough College. Until Nov. 30.

"A Time To Dream". Photographs by forty-eight Canadian photographers capture Canada in the summer time. Erindale College. Dec. 1-22.

Samuel Taylor Coleridge, 1772-1834; an exhibition of items selected from the Coleridge Collection, Victoria University Library. On view in the E. J. Pratt Library, 71 Queen's Park Crescent until Jan. 31.

"Centennial Paris Commune 1871". Meeting Place, Scarborough College. Until Nov. 28. Monday-Friday, 9 to 5 p.m. Sunday 2.30 to 5 p.m.

Exhibition of work by printmaker John K. Esler, now working at the University of Alberta. Erindale College. Until Dec. 15.

"Architecture of the 60's" — coast to coast study of outstanding Canadian architecture of the Sixties. Photography is by Carol Moore-Ede. Organized and circulated by the Art Gallery of Ontario. Dec. 2-20. (Architecture, 230 College St.)

"Omens of Disaster". McLaughlin Planetarium. To Nov. 28. Tuesday to Friday, 3.30 and 8 p.m.; Saturday, 11 a.m., 2, 3.30, 5, and 7.30 p.m.; Sunday, 2, 3.30, 5, and 7.30 p.m. Children under six not admitted to the Theatre.